

FIU/AWC Speech

10 March 05

**LADIES AND GENTLEMEN, IT IS A
PLEASURE TO BE HERE TODAY AND I'M
DELIGHTED FOR THE OPPORTUNITY TO TALK
ABOUT UNITED STATES SOUTHERN COMMAND
AND THE SECURITY CHALLENGES WE FACE IN
LATIN AMERICA AND THE CARIBBEAN.**

**SINCE TAKING COMMAND OF SOUTHCOM
ON THE 9TH OF NOVEMBER, I'VE MADE SEVERAL
TRIPS TO THE REGION. I AM GAINING A BETTER
UNDERSTANDING OF LATIN AMERICA AND THE
CARIBBEAN, BUT I DON'T CALL MYSELF AN
EXPERT. I KNOW THAT YOU ARE HERE
BECAUSE YOU ARE EXPERTS ON LATIN
AMERICA. I FEEL A LITTLE BIT LIKE A MULE AT**

A THOROUGHBRED HORSE RACE, SUCH AS THE KENTUCKY DERBY. I PROBABLY WON'T ADD MUCH TO THE EVENT, BUT I'LL BE ABLE TO RUN A LITTLE FASTER JUST FOR HAVING BEEN AROUND THE REAL RACEHORSES.

AS LATIN AMERICAN LEADERS AND EXPERTS ON THE REGION, YOU UNDERSTAND VERY WELL TRADITIONAL AND TRANSITIONAL DEMOGRAPHIC, CULTURAL, ECONOMIC AND SECURITY LINKAGES AMONG THE NATIONS OF THE AMERICAS.

IN 2002, HISPANICS BECAME THE LARGEST AND FASTEST-GROWING MINORITY IN THE UNITED STATES. THE HISPANIC INFLUENCE IN THE UNITED STATES – IN SOCIETAL AND CULTURAL ASPECTS – IS PROFOUND AND

POSITIVE. IT IS ANTICIPATED THAT BY THE YEAR 2050, ONE QUARTER OF THE US POPULATION WILL BE OF HISPANIC DESCENT. CURRENTLY, THE U.S. HAS THE WORLD'S 5TH LARGEST POPULATION OF SPANISH SPEAKERS.

MOST NORTH AMERICANS ASSUME THAT THE MIDDLE EAST IS THE PRIMARY SOURCE OF IMPORTED PETROLEUM. THE FACT IS THAT LATIN AMERICA PROVIDES MORE OF OUR IMPORTED OIL THAN ALL THE MIDDLE EASTERN COUNTRIES COMBINED.

ECONOMICALLY, THE TIES BETWEEN THE U.S. AND THE REGION ARE TIGHTER THAN ONE MIGHT THINK. THE UNITED STATES SELLS MORE TO THE 4 MERCOSUR COUNTRIES –

**ARGENTINA, BRAZIL, PARAGUAY AND
URUGUAY- THAN TO CHINA AND INDIA
COMBINED.**

**LATIN AMERICA IS THE FASTEST GROWING
MARKET FOR US-MADE GOODS. WITHIN THE
UNITED STATES, FLORIDA IS THE SINGLE
LARGEST TRADING PARTNER WITH LATIN
AMERICA WHICH SHOULD SURPRISE NO ONE!**

**LATIN AMERICA AND THE CARIBBEAN HAVE
THE POTENTIAL TO BE PARTNERS IN A
MUTUALLY BENEFICIAL ECONOMIC
RELATIONSHIP WITH THE UNITED STATES —A
HEMISPHERIC ECONOMIC ENGINE THAT WOULD
NOT BE ANYONE’S HANDMAIDEN. I USE THE
WORD “POTENTIAL” BECAUSE OUR GREATEST
TRADE OPPORTUNITIES ARE YET TO BE**

REALIZED. TO A GREAT EXTENT, THESE OPPORTUNITIES ARE HELD HOSTAGE BY A LACK OF SECURITY.

TODAY'S GLOBALIZATION HAS NOT ONLY ALLOWED COMMERCE TO RAPIDLY AND EASILY CROSS BORDERS, BUT IT ALSO ALLOWS THREATS TO OUR WELL-BEING AND WAY OF LIFE TO DO THE SAME. THE TRANSNATIONAL TERRORIST, THE NARCO-TERRORIST, THE ISLAMIC RADICAL FUNDRAISER AND RECRUITER, THE ILLICIT TRAFFICKER, THE MONEY LAUNDERER, THE KIDNAPPER, AND THE GANG MEMBER ALL HAVE ACCESS TO AND LEVERAGE AN UNPRECEDENTED FREEDOM OF MOVEMENT AND ACTION. THIS DYNAMIC HAS LED TO THE EMERGENCE OF LATIN AMERICA

**AND THE CARIBBEAN AS THE WORLD LEADER
IN A CATEGORY OF DUBIOUS DISTINCTION:
VIOLENCE. WITH A HOMICIDE RATE OF NEARLY
28 PER 100,000 PEOPLE, LATIN AMERICA HAS
ECLIPSED AFRICA AND THE MIDDLE EAST AS
THE WORLD'S MOST DANGEROUS REGION, AND
CONTINUES TO EXPERIENCE THE HIGHEST
KIDNAPPING RATE ON THE PLANET.**

**TODAY'S LATIN AMERICA FACES A WIDE
ARRAY OF THREATS THAT ARE SUPREMELY
DIFFICULT TO UNDERSTAND AND TO TACKLE.**

**FIRST AND FOREMOST AMONG THESE
THREATS IS TRANSNATIONAL TERRORISM.
ALTHOUGH WE DON'T CURRENTLY SEE ACTIVE
ISLAMIC RADICAL TERRORIST CELLS IN THE**

REGION, WE HAVE DETECTED A NUMBER OF ISLAMIC RADICAL GROUP FACILITATORS WHO PARTICIPATE IN LOGISTICAL AND FUNDRAISING SUPPORT ACTIVITIES SUCH AS MONEY LAUNDERING, DOCUMENT FORGERY, AND ILLICIT TRAFFICKING.

WE NEED TO BETTER UNDERSTAND THE NATURE AND COMPLEXITY OF THIS THREAT. WE NEED TO ACKNOWLEDGE THAT CONVENTIONAL MILITARY POWER IS INSUFFICIENT TO COMBAT IT.

A CLOSE RELATIVE OF TRANSNATIONAL TERRORISM IS NARCO-TERRORISM. I'LL BE AMONG THE FIRST TO ADMIT THAT NOT ALL NARCO-TRAFFICKERS ARE TERRORISTS AND

NOT ALL TERRORISTS ARE NARCO-TRAFFICKERS, BUT WE ARE SEEING MORE INSTANCES OF THE TWO ACTIVITIES BEING CLOSELY LINKED AND LET ME TELL YOU WHY THAT'S IMPORTANT: NARCO-TERRORIST GROUPS NO LONGER SOLELY RELY ON POPULAR LEGITIMACY AS A SOURCE OF POWER, BUT ARE INSTEAD FUELED BY AN ENORMOUS SUPPLY OF DRUG MONEY.

WITH THIS MONEY THE NARCO-TERRORISTS CAN BUY POPULAR SUPPORT. THEY CAN BUY OFF GOVERNMENT OFFICIALS -- AND IF SOLDIERS, POLICE AND JUDGES ARE NOT COOPERATIVE, THE NARCO-TERRORISTS, HAVE THE WHEREWITHAL TO PURCHASE THE FIREPOWER TO OUTGUN THEM.

**GANGS HAVE BEEN ABLE TO SHUT DOWN
HUGE SECTIONS OF LARGE CITIES AT WILL.
THE GANGS HAVE BECOME SUCH A PROBLEM
THAT THE BRAZILIAN MILITARY HAS BEEN
CALLED UPON TO ASSIST IN CONTROLLING THE
MOST VIOLENT FAVELAS. THIS GANG
PROBLEM HAS HIT CENTRAL AMERICA
ESPECIALLY HARD – ON A SCALE OF AT LEAST
SEVENTY TO OVER 200 THOUSAND GANG
MEMBERS. REPORTEDLY, THEIR PRIMARY
SOURCE OF INCOME IS ILLICIT DRUG
TRAFFICKING. ALTHOUGH THESE GANGS HAVE
DEMONSTRATED AN UNPRECEDENTED LEVEL
OF BRUTALITY, THEY ARE ANYTHING BUT
SIMPLE. THESE GANGS ARE HIGHLY COMPLEX
ORGANIZATIONS. THEY USE BROADBAND AND**

**WIRELESS TECHNOLOGY, EMPLOY THROW-
AWAY CELL PHONES TO COMMIT CRIMES AND
PURPOSELY USE FLEDGING MEMBERS WITH NO
CRIMINAL RECORDS TO COMMIT MURDERS.
THEY TRAVEL AMONG CENTRAL AMERICAN
NATIONS AND THE U.S., OFTEN WITH EASE, AND
WHEN THEY FEEL PRESSURE IN ONE POINT OR
ANOTHER, THEY CONTINUE TO MOVE.**

**THE PROBLEM OF KIDNAPPING IN THE
REGION HAS GROWN INTO AN ENORMOUS
SECURITY CHALLENGE. ALTHOUGH LATIN
AMERICA ACCOUNTS FOR ONLY 10% OF THE
WORLD'S POPULATION, 75% OF THE WORLD'S
KIDNAPPINGS OCCUR THERE.**

**NATURAL DISASTERS CAN KILL
THOUSANDS, OR AT TIMES, TRIGGER MASS**

MIGRATION, OFTEN RESULTING IN INCREDIBLE SUFFERING AND TRAGEDY. MASS MIGRATION ALSO PLACES UNACCEPTABLE STRESSES ON COUNTRIES ILL PREPARED TO SUPPORT THE BASIC NEEDS OF SUCH AN UNANTICIPATED AND UNREGULATED FLOW OF REFUGEES.

NOW, THESE THREATS DO NOT EXIST IN A VACUUM – THEY HAVE DEVELOPED OVER DECADES AND ARE FIRMLY ROOTED IN THE RELATED CONDITIONS OF POVERTY, INEQUALITY, AND CORRUPTION.

IN SPITE OF THE FREE MARKET ECONOMIC REFORMS AND GROWTH OF DEMOCRACY IN THE 1990'S, POVERTY IN LATIN AMERICA HAS GROWN BOTH IN ABSOLUTE NUMBERS AND AS

**A PERCENTAGE OF THE OVERALL
POPULATION. TODAY OVER FORTY-FOUR
PERCENT OF THE PEOPLE OF LATIN AMERICA
AND THE CARIBBEAN ARE MIRED IN THE
HOPELESSNESS AND SQUALOR OF POVERTY.**

**UNEQUAL DISTRIBUTION OF WEALTH
EXACERBATES THE POVERTY PROBLEM. THE
RICHEST ONE TENTH OF THE POPULATION OF
LATIN AMERICA AND THE CARIBBEAN EARN
48% OF THE TOTAL INCOME, WHILE THE
POOREST TENTH EARN ONLY 1.6%. BY
COMPARISON, THE COUNTRY THAT HAS THE
LEAST ECONOMIC DISPARITY OF ALL LATIN
AMERICAN AND CARIBBEAN COUNTRIES, IS
STILL WORSE THAN THE MOST UNEQUAL
COUNTRY IN ALL OF EASTERN EUROPE.**

**AN HISTORICAL CLIMATE OF CORRUPTION
IS WIDELY PREVALENT THROUGHOUT THE
REGION. IT IS A CANCER FEEDING ON
ECONOMIC SYSTEMS, DESTROYING
INSTITUTIONS AND RUINING PEOPLE'S FAITH IN
THEIR GOVERNMENT.**

**IT HAS BEEN SAID THAT MONEY IS A
COWARD. NOWHERE IS THIS MORE TRUE THAN
IN OUR REGION. THE WORLD BANK ESTIMATED
BACK IN 1998 THAT LATIN AMERICA'S PER
CAPITA INCOME WOULD BE 25% HIGHER IF IT
HAD A CRIME RATE SIMILAR TO THAT OF THE
REST OF THE WORLD. BECAUSE OF THE LACK
OF SECURITY, FOREIGN DIRECT INVESTMENT –
THE LIFEBLOOD OF ECONOMIC GROWTH – IS**

**GOING MORE TO ASIA AND THE MIDDLE EAST
AND LESS TO LATIN AMERICA.**

**THE LACK OF SECURITY AND ECONOMIC
OPPORTUNITY THREATENS TO REVERSE
DEMOCRACY'S HARD-WON PROGRESS.**

**UNANSWERED GRIEVANCES AND UNFULFILLED
PROMISES TO THE MARGINALIZED PEOPLES OF
SOCIETY HAVE RESULTED IN DEEP-ROOTED
DISSATISFACTION WITH DEMOCRACY AS A
PROCESS AND AS AN INSTITUTION.**

**SINCE 1999, SEVEN DEMOCRATICALLY
ELECTED PRESIDENTS HAVE FAILED TO FINISH
OUT THEIR TERMS OF OFFICE¹ AND AS YOU
KNOW, JUST LAST MONDAY, PRESIDENT MESA
OF BOLIVIA TENDERED HIS RESIGNATION TO**

¹ MAHUAD (1999), BANZER (2001), DE LA RUA (2001), PUERTA (2001),
DUHALDE (2002), SANCHEZ DE LOZADA (2003), ARISTIDE, (2004)

CONGRESS. THOUGH HIS CONGRESS VOTED NOT TO ACCEPT IT, THE SITUATION REMAINS UNSETTLED.

THE UNREST THAT HAS PLAGUED BOLIVIA SINCE 2003 STILL SIMMERS BELOW THE SURFACE OF A DEEPLY DIVIDED AND DISAFFECTED POPULATION. DISTRUST AND LOSS OF FAITH IN FAILED INSTITUTIONS FUEL THE EMERGENCE OF ANTI-US, ANTI-GLOBALIZATION, AND ANTI-FREE TRADE ELEMENTS WHO INCITE VIOLENCE AGAINST THEIR OWN GOVERNMENTS AND THEIR OWN PEOPLE.

THE SOUTHERN COMMAND RECOGNIZES THAT THE THREATS IN LATIN AMERICA AND

**THE CARIBBEAN TODAY ARE
UNCONVENTIONAL. FOR THAT REASON,
SOUTHCOM'S OPERATIONAL ENVIRONMENT IS
NOT CONVENTIONALLY MILITARY. MUCH OF
OUR MISSION IS ACCOMPLISHED THROUGH THE
INTERAGENCY, DIPLOMACY AND COOPERATIVE
EFFORTS WITH OUR PARTNER NATIONS. WE
DEPLOY PLATOONS TODAY FOR TRAINING
EXERCISES WITH OUR PARTNERS SO THAT
TOMORROW WE DON'T HAVE TO DEPLOY
DIVISIONS.**

**SOME OF SOUTHCOM'S INITIATIVES ARE
STANDARD MILITARY-TO-MILITARY
ENGAGEMENT THAT IS NOT UNLIKE WHAT HAS
TAKEN PLACE FOR MANY YEARS. BUT MUCH
OF WHAT SOUTHCOM IS DOING TO**

**ACCOMPLISH ITS MISSION TODAY HAS VERY
LITTLE DOCTRINAL BASIS AND PRECIOUS
LITTLE PRECEDENT, AND THAT'S WHY
"CHARTING NEW APPROACHES TO SECURITY" -
- THE THEME OF THIS CONFERENCE – IS
APPROPRIATE AND OF SPECIAL INTEREST TO
UNITED STATES SOUTHERN COMMAND.**

**IN 2002 WE FORMED A JOINT INTERAGENCY
COORDINATION GROUP THAT MEETS IN MY
HEADQUARTERS AND IS CHAIRED BY MY CHIEF
OF STAFF. THE COORDINATION GROUP IS
MADE UP OF REPRESENTATIVES FROM MANY
US GOVERNMENT AGENCIES THAT DEAL WITH
LATIN AMERICA AND THE CARIBBEAN. OUR
AGENDAS FOR THESE MEETINGS ARE WIDE-
RANGING: COUNTERTERRORISM TO PORT**

**SECURITY TO GANGS IN THE REGION TO
COUNTERING ILLICIT TRAFFICKING
OPERATIONS. WE SHARE INFORMATION,
EVALUATE COMMON CHALLENGES, AND
ARRIVE AT NEW WAYS TO COOPERATE AND
COMPLEMENT WHAT THE OTHER AGENCIES
ARE DOING. THIS JOINT INTERAGENCY
COORDINATION GROUP IS COMPLETELY
VOLUNTARY – WE JUST INVITE- WE HAVE NO
AUTHORITY TO ORDER ANYONE TO COME. THE
COORDINATION GROUP HAS GROWN TO 50
REPRESENTATIVES, BECAUSE THESE
AGENCIES SEE THE SYNERGISTIC BENEFIT OF
COLLABORATION AND COORDINATION. THEY
CAN WORK SMARTER INSTEAD OF HARDER.**

WE HELP PARTNER NATION MILITARIES TO IDENTIFY AND OPTIMIZE NEEDED CAPABILITY – AND - WITHIN THEIR CONSTITUTIONAL LIMITS – PROVIDE SUPPORT TO THEIR POLICE. WE ENCOURAGE THEM TO TRAIN AND EQUIP TO ACHIEVE A CAPABILITY TO COMBAT TODAY’S TRANSNATIONAL THREATS. THIS CAPABILITY HAS MUCH MORE TO DO WITH CHANGING MINDSETS AND ESTABLISHING COOPERATIVE RELATIONSHIPS THAN IT DOES WITH BUYING EQUIPMENT. IT REQUIRES AN HONEST APPRAISAL OF HOW PARTNER NATION MILITARIES ORGANIZE, TRAIN, EQUIP, AND OPERATE. IT REQUIRES AN IN-DEPTH STUDY OF THE CONSTITUTIONAL ROLES AND RESPONSIBILITIES OF THE MILITARY AND THE

POLICE IN EACH COUNTRY INSTEAD OF A ONE-SIZE-FITS-ALL APPROACH. AND IN MANY WAYS, THE UNITED STATES MILITARY IS SETTING THE EXAMPLE IN THIS TRANSFORMATION BY HAVING THE VISION AND COURAGE TO TRANSFORM OURSELVES.

SOUTHCOM PROVIDES TRAINING, PLANNING ASSISTANCE AND LOGISTICAL SUPPORT TO THE COLOMBIAN MILITARY IN THEIR FIGHT AGAINST NARCO-TERRORISTS. THIS SUPPORT HAS BEEN A KEY ELEMENT OF THE COLOMBIAN GOVERNMENT'S PROGRESS IN REDUCING HOMICIDES, KIDNAPPINGS, AND TERRORIST ACTIVITIES.

SOUTHCOM'S JOINT INTERAGENCY TASK FORCE IN KEY WEST, FLORIDA, IN

**CONJUNCTION WITH MULTINATIONAL AND
INTERAGENCY EFFORTS, DIRECTLY
CONTRIBUTED TO THE SEIZURE OF OVER 222
METRIC TONS OF COCAINE IN THE LAST FISCAL
YEAR. THIS JOINT INTERAGENCY TASK FORCE
IS A MODEL OF INTERAGENCY AND
MULTINATIONAL COOPERATION -- AND IF YOU
HAVE NOT VISITED, I WOULD ENCOURAGE YOU
TO GO TAKE A LOOK – IT IS EXCEPTIONAL.**

**THIS INTERDICTION DOES TWO THINGS: IT
KEEPS THE UNITED STATES SAFER AND IT
DENIES NARCO-TERRORISTS THE FUNDS THEY
NEED TO CONTINUE TO OPERATE.**

**SOUTHCOM SEEKS A REGIONAL
APPROACH TO HEMISPHERIC SECURITY
CHALLENGES. THE BEST CURRENT EXAMPLE**

OF REGIONAL SECURITY COOPERATION IS IN HAITI. THE UNITED NATIONS STABILIZATION FORCE IN HAITI – KNOWN AS MINUSTAH – IS LED BY BRAZIL AND SUPPORTED BY SECURITY FORCES FROM 10 LATIN AMERICAN COUNTRIES – OVER 3500 SOLDIERS! CHILE’S CONTINUOUS PARTICIPATION IN HAITI GOES BACK TO THE MULTINATIONAL INTERIM FORCE, WHEN CHILEAN FORCES DEPLOYED WITHIN 48 HOURS OF THE PASSAGE OF UNITED NATIONS RESOLUTION 1529.

IN YEARS PAST, THE UNITED STATES HAS PARTICIPATED IN A BILATERAL EXERCISE WITH THE PANAMANIAN TO PROTECT THE PANAMA CANAL. IN 2003, THAT EXERCISE EXPANDED TO 9 PARTICIPATING NATIONS. THIS YEAR,

**PANAMAX – AS THE EXERCISE IS KNOWN - WILL
SEE 15 COUNTRIES WORKING TOGETHER IN A
ROBUST AIR, GROUND, AND MARITIME
EXERCISE.**

**THE REGIONAL SUPPORT OF COLOMBIA'S
NEIGHBORS HAS BEEN VITAL TO THE
IMPRESSIVE PROGRESS MADE AGAINST
NARCO-TERRORIST GROUPS. TO PROTECT
THEIR OWN RESOURCES, PEOPLE, AND
SOVEREIGNTY, BRAZIL, ECUADOR, PANAMÁ
AND PERÚ HAVE ALL TAKEN DECISIVE ACTIONS
ON THEIR BORDERS.**

**HOWEVER - AMONG COLOMBIA'S
NEIGHBORS - VENEZUELA'S RECORD OF
COOPERATION REMAINS MIXED. THERE IS
CONCERN THAT NARCO-TERRORIST GROUPS**

**CONSIDER THE AREAS OF THE
VENEZUELAN/COLOMBIAN BORDER A SAFE
AREA TO REST, REFIT, AND TRANSSHIP DRUGS
AND ARMS.**

**ORGANIZATIONS LIKE THE CENTRAL
AMERICAN ARMED FORCES – KNOWN BY ITS
INITIALS IN SPANISH: CFAC -- GIVE US GREAT
CONFIDENCE IN THE FUTURE OF CENTRAL
AMERICAN REGIONAL COOPERATION. THE
GOVERNMENTS OF EL SALVADOR,
GUATEMALA, HONDURAS, AND NICARAGUA
ESTABLISHED CFAC IN 1997 TO REGIONALIZE
THEIR SECURITY EFFORTS. CFAC WAS QUICK
TO SHOW ITS COLLECTIVE SOLIDARITY IN THE
POST 9-11 WORLD, AND HAS SINCE TAKEN
STEPS TO ENHANCE REGIONAL COOPERATION**

**IN THE WAR ON TERRORISM. MOST RECENTLY
CFAC HAS BEEN DEVELOPING A PLAN OF
ACTION TO STRENGTHEN THEIR CAPACITY TO
SUPPORT PEACEKEEPING OPERATIONS.**

**AT UNITED STATES SOUTHERN COMMAND;
WE CONTINUE TO ENHANCE THE RELEVANCE
AND TRAINING VALUE OF OUR EXERCISES. THE
SILVER LINING OF THE DARK CLOUD OF
UNREST AND HUMAN TRAGEDY IN HAITI IS
THAT PARTNER NATIONS' PEACEKEEPING
FORCES DEPLOYED TO HAITI WELL PREPARED
BY YEARS OF MULTILATERAL CABAÑAS
PEACEKEEPING EXERCISES.**

**ALTHOUGH AS MILITARY PEOPLE, THERE'S
LITTLE WE CAN DO TO DIRECTLY ATTACK THE
PROBLEM OF POVERTY – WE CAN HELP TO**

MITIGATE ITS EFFECTS. OUR NEW HORIZONS EXERCISES BUILD DOZENS OF ROADS, DRILL WATER WELLS, BUILD CLINICS, AND SCHOOLS IN UNDERSERVED AREAS. LAST YEAR ALONE, MEDICAL AND VETERINARY READINESS DEPLOYMENTS TREATED OVER 290,000 PEOPLE AND OVER 525,000 ANIMALS IN LATIN AMERICA AND THE CARIBBEAN, ENHANCING THE HEALTH AND QUALITY OF LIFE OF THOSE FOLKS.

THERE REMAINS MUCH TO BE DONE. WE BELIEVE THAT REGIONAL, MULTILATERAL APPROACHES TO REGIONAL PROBLEMS MAKES SENSE. THE SUCCESSES THAT COLOMBIA AND BRAZIL HAVE HAD IN ESTABLISHING NATIONAL AIR BRIDGE DENIAL PROGRAMS COULD WELL BE EXPANDED INTO

**A REGIONAL AIR SOVEREIGNTY PROGRAM.
THIS IS ESPECIALLY IMPORTANT IN CENTRAL
AMERICA, WHERE SUSPECT AIR FLIGHTS CAN
PASS THROUGH THE AIRSPACE OF AN ENTIRE
COUNTRY IN MINUTES.**

**I AM CONVINCED THAT WE MUST DO
BETTER IN THE AREAS OF INTEROPERABILITY
AND INFORMATION SHARING. WE MUST BE
ABLE TO COMMUNICATE AND SHARE
INFORMATION TODAY. WHEN A CRISIS ARISES,
IT'S TOO LATE TO START FIGURING OUT IF WE
HAVE COMPATIBLE SYSTEMS AND PERMISSION
TO PASS OPERATIONAL INFORMATION. THE
ADAPTABILITY OF THE THREAT DEMANDS THAT
WE BE JUST AS FLEXIBLE.**

**THE MUTUAL SECURITY OF THE AMERICAS
WILL CREATE ECONOMIC OPPORTUNITIES.**

**ECONOMIC OPPORTUNITIES CANNOT EXIST
IN AN ENVIRONMENT SO DANGEROUS THAT IT
CANNOT ATTRACT FOREIGN INVESTMENT.**

**TOMORROW'S SECURE ENVIRONMENT WILL
BRING ABOUT MUTUALLY BENEFICIAL TRADE
OPPORTUNITIES, ENCOURAGE FOREIGN
INVESTMENT, REDUCE POVERTY, AND CREATE
OPPORTUNITIES AND PROGRESS TOWARD A
BETTER FUTURE FOR THOSE WITH LITTLE
HOPE TODAY.**

**ENGAGEMENT WITH LATIN AMERICA AND
THE CARIBBEAN IS A CLASSIC CASE OF WHAT
WE CALL: PAY-ME-NOW OR PAY-ME-LATER.
WE CAN CREATE STRONG HEMISPHERIC**

**ECONOMIC AND SECURITY PARTNERSHIPS, OR
WE CAN WATCH OUR HEMISPHERE'S
DEMOCRATIC INSTITUTIONS BEGIN TO DECAY
AND CRUMBLE.**

**WE AT UNITED STATES SOUTHERN
COMMAND WRESTLE WITH THESE QUESTIONS
ON A DAILY BASIS.**

**I THANK YOU FOR THE OPPORTUNITY TO
BE WITH YOU AND ADDRESS YOU TODAY AND I
LOOK FORWARD TO YOUR QUESTIONS.**